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ABSTRACT

The history and influence of the Faculty Committee for Self-Governance, a group formed to oppose any form of unionization at New York University (NYU), are examined. The group was initially formed to support the "no representative" position in collective bargaining elections held in 1973-1974, and later opposed unionization again in elections held in 1976. Surveys were conducted following both union elections to determine factors and conditions affecting voting behavior, to compare these factors with what is known about collective bargaining in higher education, and to identify within NYU faculty groups of individuals who may have supported unionization and groups who may have opposed it. The majority of voters reported that the Faculty Committee for Self-Governance influenced them in both elections. Those faculty members and librarians reporting positive influence voted no representative; those indicating negative influence voted for the union organization. Those not influenced by the committee voted no representative by about a two to one margin. There were no statistically significant differences among the three influence groups on faculty demographic and professional characteristics often associated with collective bargaining except for school of appointment in the 1976 election. Strong associations exist among faculty vote, degree of satisfaction with conditions, and influence of the Committee. (SC)

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THE INFLUENCE OF A GROUP SUPPORTING THE NO REPRESENTATIVE POSITION ON COLLECTIVE BARGAINING ELECTIONS IN HIGHER EDUCATION

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INTRODUCTION

Although teacher unions have been a part of public elementary and secondary education for some time, it was the late 1960's before there was collective bargaining activity in public higher education. And private colleges were not permitted to unionize until 1970 when the National Labor Relations Board (NLRB) assumed jurisdiction over private colleges and universities. However, since their introduction, faculty unions have grown rapidly. Current estimates report over 361 colleges and universities with collective bargaining units, approximately two-thirds in public two-year colleges.[1]

Despite this increased interest in unionization, there has also been considerable faculty opposition to collective bargaining, especially in private institutions. There were 122 four-year colleges and universities with collective bargaining units as of March 31, 1978. Fifty-three were public institutions (162 separate campuses) and 59 were private (65 separate campuses). But, faculty members at 27 public and 40 private, four-year institutions had also voted against unionization.[2] This meant that in 40 percent of the union elections at private, four-year colleges and universities faculty members voted against unionization. And an analysis of the 28 elections where faculty had rejected unionization by June 1974 revealed opposition to collective bargaining from the faculty at 19 of the institutions.[3] New York University (NYU) is one of those private institutions where attempts to unionize the faculty failed, first in 1973-74 and again in 1976. And both times there was organized opposition from the faculty.

When it became apparent there would be a faculty union election at NYU, a group of faculty members and librarians joined to form the Faculty Committee

for Self-Governance (FCSG). Describing themselves as an independent voluntary group of concerned professionals, they opposed any form of unionization in the University preferring rather to work on improving the role of the faculty and librarians in the existing form of governance. This paper reports (1) the history of the FCSG and its role in the elections, and (2) the results of those elections and the influence of the FCSG on the voters.

The authors express their appreciation to Professor Joseph B. Giacquinta for his assistance in the analysis of this study of the faculty union elections at NYU.

THE ELECTIONS

1973-74 Election

The NYU Chapter of the American Association of University Professors (AAUP) petitioned the NLRB for permission to hold a union election in 1971. The United Federation of College Teachers (UFCT) joined in the petitions as an intervener. In 1973, following nearly two years of hearings, the NLRB announced an election.

Results of the November 1973 election were UFCT 310, No Representative (No Rep) 299, AAUP 255, 42 challenged votes and one void. As no party received a majority of the votes, a run-off between the UFCT and No Rep groups was scheduled for January 1974. In this election the UFCT was defeated 507 to 404 with 21 challenged ballots and three void.

The key to the defeat of the UFCT in the run-off election were those faculty members and librarians who supported the AAUP in the initial vote.

More in this group voted for No Rep than for UFCT in the run-off. If these AAUP supporters had joined forces with the UFCT for the run-off, the UFCT most certainly would have won the election.

1976 Election

Approximately one year later the members of the defeated group formed the NYU Federation of United Professionals (FUP), and submitted a petition for another union election to the NLRB. This time the AAUP intervened on the petition, although they later withdrew from the election. The election was held in February 1976 with the final vote No Rep 479, FUP 338, and 28 challenged votes which remained unopened.

FACULTY COMMITTEE FOR SELF GOVERNANCE

In September 1973, following the NLRB election announcement but prior to the vote, Richard C. Lonsdale, Professor of Educational Administration, called together a group of about six faculty members to discuss ways to prevent a faculty union at NYU. From this meeting came the formation of the Faculty Committee for Self Governance (FCSG).

Professor Lonsdale was completing a three-year term as University Senator, having served as Chairman of the University Faculty Council in his second year, 1972-73. All attending this initial meeting were also senior faculty who at that time were members or past members of the Senate. Other interested parties, including many younger faculty members, were invited and attended supsequent meetings of the group.

The FCSG philosophy was that improving the existing governance structure

at NYU was better than having a faculty union. It was their goal to accomplish this by improving communication between the various governing bodies and the faculty, and by monitoring the administration in the University and the several schools. The FCSG did not want to become political leaders within the University, preferring rather to work through established bodies such as the Senate, the Faculty Council and the administration. They did not desire to become a formal bargaining agent for faculty members and librarians.

The FCSG mailed a bulletin to all eligible voters just prior to the November election. They emphasized their position independent of the AAUP, UFCT and University administration and urged a No Rep vote. Their goal of improving the existing governance structure was presented and a number of disadvantages of a faculty union were discussed. Twenty-seven faculty members and librarians signed the statement.

Following the first vote and before the run-off election, the FCSG mailed six additional bulletins elaborating on their position, responding to statements on the advantages of unionism being issued by the UFCT and continuing to urge the No Rep vote. Committee members also met with individual faculty members and librarians and with groups to personally explain their position and to answer questions about faculty unionization.

The initial group convened by Professor Lonsdale became a core of approximately thirty supporters by the initial vote and expanded to about one hundred faculty members and librarians by the run-off election. The group's expenses, mostly charges for printing and mailing, were paid entirely by contributions from eligible voters. Approximately $1,800.00 was contributed to support the Committee during the two parts of the campaign.

Formal Organization of the FCSG

In February 1974, a month after the run-off election, the FCSG formally organized itself as a continuing body to accomplish these three purposes:

1. To lobby for the best possible faculty governance structure and procedures at NYU in order to ensure greater involvement of facluty members in policy making.
2. To assist units in the governance structure in monitoring the administration of the several colleges and of the University in order to assure compliance with the established governance structure, policies, and procedures of New York University.
3. To stimulate improved two-way communication between the governing bodies and the faculty members at the level of the several schools and of the University.

Further to explain those purposes, the by-laws of the FCSG set forth the following philosophic position:

> Our function is to get others to act, not ordinarily to take direct action ourselves. Our intent, therefore, is to work through the University Faculty Council, the Senate, the administration, and the other appropriate units of the governance structure of the several colleges of the total University. We have no desire to supplant any of the governance bodies in the proper execution of their functions. Neither do we pose as or in any way intend to try to become a formal bargaining agent on behalf of faculty members. But we will try to energize the governance structure, the administration and all of the organizational structure, our own colleagues, and anyone else through whom we can accomplish our purposes.

In the period between the two respresentation elections at NYU, the FCSG was relatively inactive as a group, although its leaders played a behind-the-scenes advisory role in working with faculty members in several colleges of the University to bring about further improvement in their internal governance structure and processes.

In the campaign preceding the February 1976 election, the FCSG issued four bulletins to the faculty members eligible to vote in the election. The final one of these was a postcard bearing the following message: "The outcome on Feb. 10-11 will be decided by a simple majority <u>of those who vote</u>. Don't be a No Show. Not voting at all is a vote for the union. Beware the union

sweet talk. Once selected, the union can't be dislodged. The threat of a union is more effective than an actual union. We can govern ourselves! Don't give away your power to a union. Vote NO UNION on Feb. 10-11." During the campaign the leaders of the FCSG also addressed various meetings of the faculty held to consider the issues of unionization. Most of these meetings turned out to be debates between representatives of the union and of the FCSG. Most of the burden of that kind of activity was carried by a handful of professors from the union and a similarly small group from the FCSG.

FCSG Activities Since February, 1976

In the three years since the 1976 representation election, the FCSG has continued to play largely an informal, behind-the-scenes advisory role, through the efforts of the eight members of its executive committee. There has been some consultation with representatives of one school concerning severe internal governance problems. The former chairman of the FCSG became chairman of the faculty welfare committee in another school. The present chairman of the FCSG instigated an investigation of the governance system of a third school and was made chairman of the investigating committee.

But it was in its periodic meetings with the new University president that the FCSG probably exerted most influence. In early 1977 the FCSG executive committee was one of several groups which successfully impressed upon the president the need for a substantial salary increase. Along with other groups, it also persuaded the president against a change in the retirement benefits that would have reduced TIAA-CREF contributions by the University in favor of higher take-home pay. It seemed to be the sole group to discuss

with the president the need for more systematic, sequential decision making on issues of general concern to the faculty, a discussion which resulted in a general letter from the president to the faculty announcing such a plan. It also made the case with the president for staff work to be done separately by the faculty, in addition to any administrative staff work, on issues relating to compensation and benefits for the faculty. As one result, a study is currently under way, jointly supported by the administration and the Faculty Council to review and improve the total "package" of faculty benefits.

It should be noted that the influence of the FCSG with the University president has been possible only because of the willingness of that president, John Sawhill, so to be influenced. His openness is the first key to the situation; the initiative of the FCSG is the second key.

Some Consequences of the Articulation of the Unionization Issue

Two defeats of unionization at NYU in 1973-74 and again in 1976, provide no assurance that a third vote by the faculty would again reject collective bargaining. (A recent election in which clerical and technical workers of the University voted 713 to 573 in favor of the United Staff Association, a union bargaining agent affiliated with the New York State United Teachers, was a pointed reminder that unionization is far from being a dead issue.) But there has been progress in improving self governance at NYU over the past six years. The administration gave budget support to the University Faculty Council in the form of a secretary and office space. Faculty budget advisory committees to the respective deans have been prescribed in each of the colleges to give advice on general and specific budget issues, including salary policies. There has been more faculty involvement in all phases of the faculty personnel process, from appointments through terminations. The faculty has been wrestling

with the formulation of a stand-by policy for dealing with a possible financial exigency necessitating discontinuation or major reorganization of a program, department, or school. And there has been improved communication between the administration and the Senate and, by means of a semi-monthly house organ, the NYU Report, between the administration and the faculty generally.

However, not all efforts met with success. The president rejected politely, but firmly, a suggestion by the FCSG that a procedure of binding arbitration be instituted for resolving grievances where the grievant finds unacceptable the final decision of the president at the end of the appellate grievance process.

The Ultimate Quandary and Challenge

The experience of the FCSG over the past nearly six years at NYU is one more demonstration in the long stream of history that self governance is a difficult, exacting process, whether in a nation or in a single organization such as a university. Improving the process of government is not a glamorous issue; it does not attract much zesty interest or support. Even the fervor of union supporters tends to wane over time, almost as much following union victory as after defeat. Professors, just as much as the rest of the citizenry, have more abiding interests than improving a governance system, or even making it function properly -- the success of John Gardner's Common Cause organization notwithstanding. It is but a small handful of professors, or other citizens, who seem to rise to the challenge of improving self governance, whether by a union or by the more traditional modes of a faculty senate, except during the temporary excitement of an election.

The challenge is to overcome this lethargy, to make the active participation in governance and its improvement a legitimate and valued professorial activity, along with teaching, research, publishing, and consulting.

METHODOLOGY AND SURVEY PARTICIPANTS

The NYU Center for the Study of Higher Education conducted surveys following both union elections to determine factors and conditions affecting voting behavior, to compare these factors with what is known about collective bargaining in higher education and to identify within the NYU faculty groups of individuals who may have supported unionization and groups who may have opposed it.

Survey research methodology was used to obtain data. The instrument used was a modified version of a questionnaire used originally by the Penn State Center for the Study of Higher Education for studies of collective bargaining elections in the Pennsylvania State Colleges and at Temple University.[4] The questionnaire measured faculty members' and librarians' voting behavior, their demographic and professional characteristics, and attitudes about collective bargaining and satisfaction with conditions at NYU. The demographic and professional characteristics included were rank, age, sex, tenure status, school of primary appointment, field of academic affiliation, university-wide and school committee membership, years of employment in higher education and highest earned degree and institution awarding that degree.

Questionnaires were mailed to eligible voters following the 1973-74 and 1976 elections. Respondents were asked to return the completed ques-

tionnaires anonymously and at the same time to mail a postcard, which had been provided with the questionnaire, indicating the instrument had been returned. This procedure assured respondents' anonymity while enabling follow-up mailings to non-respondents.

Approximately 83 percent of 1123 eligible faculty members and librarians voted in the 1973-74 election, and just over 50 percent of the voters (502) participated in the survey. About 94 percent of the survey participants who voted for the UFCT in November 1973 reported they voted the same way in the January 1974 run-off election. And all who voted No Rep in November reported voting the same in the second vote, except for one person who switched to the pro-union position. Thus, the key votes were cast by those who voted for the AAUP in November and had to decide between the UFCT and No Rep in the run-off.

Of the 255 faculty members and librarians who initially voted for the AAUP, 62 percent (157) voted in the run-off election and participated in the post election survey. And this group reported that in the run-off they switched their votes to the No Rep position over the UFCT by a two to one margin. Their voting behavior in the second vote is reported in Table 1.

[Table 1 Here]

About 86 percent of the 980 eligible faculty members and librarians voted in the 1976 election with approximately 44 percent of the voters (359) participating in the study. Survey participants' voting behavior was similar to the voting pattern of the entire faculty as reported in Table 2.

[Table 2 Here]

The 1976 election survey respondents were also representative of the NYU faculty in school of primary appointment. The percentage of survey participants from individual schools, reported in Table 3, is about the same as the percentage of faculty members from each school in the total NYU faculty. The undergraduate and graduate faculties of Arts and Sciences were combined into one category for this summary and for use in further analyses.

[Table 3 Here]

Several demographic and professional characteristics of 1976 survey participants are reported in Table 4. Of special note is that the distribution of faculty by rank is similar to that for the whole faculty. Just over one-third held the rank of professor or curator with about half at the associate and assistant levels.

[Table 4 Here]

Participants' median age was in the 40-49 year age group with average years experience between 8 - 13 years. Most held doctorates and were tenured. The largest number identified themselves most closely with a professional field, regardless of school of appointment. One-quarter were active on university committees and 60 percent were on one or more school committees.

The faculty in the AAUP group whose "swing" vote determined the 1974 election were a very homogenous group, not representative of 1976 survey participants or the faculty as a whole. The faculties of Graduate Business Administration (GBA) and the College of Business and Public Administration (CBPA) were under represented, many from these schools having voted No Rep

in the initial election. Also, the School of Education, Health, Nursing, and Arts Professions (SEHNAP) was over represented.

The AAUP group was dominated by older, experienced faculty members in the top ranks. About half were professors or library curators over 50 years old. Approximately one third had 20 years' experience in higher education, and over 75 percent were tenured. There was a smaller percentage from professional fields than in the 1976 survey many having voted No Rep in the first vote. AAUP supporters were also extremely active in governance with about one-third on one or more university committees and over two-thirds on one or more school committees.

1976 ELECTION FINDINGS

Influence of FCSG

As the AAUP supporters, whose votes determined the outcome of the 1973-74 election, were not a representative group of NYU faculty members, the analysis of findings will begin with the 1976 election followed by a comparison with data about the AAUP group from the 1973-74 survey.

The survey questionnaire asked faculty members and librarians which of the following best described the influence of the FCSG on their vote: considerable influence, moderate influence (was one of many factors influencing vote); little or no influence; negative influence in light of FCSG goals (encouraged a vote <u>for</u> some form of unionization); voter was unaware of the group. Responses to the question are reported in Table 5.

[Table 5 Here]

The four percent who were unaware of the FCSG were an insignificant percentage of the respondents for purposes of understanding the election outcome and thus were dropped from the distribution. As considerable influence and moderate influence are both degrees of a positive influence on vote they were combined into one category. Thus the responses on the influence of FCSG on vote were reduced to three categories for purposes of further analyses: positive influence, no influence, and negative influence.

Influence of FCSG on Vote

Zero order analysis of these three categories and voting behavior in the 1976 election resulted in a strong relationship ($X^2 = 150.858$, $p < .001$) as shown in Table 6. There is almost perfect diagonality in the table thus revealing a distinct pattern in the relationship. First, faculty members and librarians positively influenced by the FCSG voted overwhelmingly No Rep, with only seven supporting the UFCT. Second, those negatively influenced voted UFCT, again with only seven supporting the opposite position. Finally, those reporting the FCSG had no influence on their vote actually determined the election outcome by supporting No Rep by a two to one margin.

[Table 6 Here]

Faculty Characteristics and Influence of FCSG

Who were the faculty members and librarians in these three influence groups and what factors caused them to react so differently to the FCSG? Crosstabulations of faculty members' and librarians' demographic and professional characteristics with influence of the FCSG revealed statistically significant difference only in school of primary appointment ($X^2 = 39.303$,

$p = .003$), although trends were observed with some other characteristics.

Table 7 reveals a high percentage of faculty members in CBPA, GBA and Dentistry were positively influenced by the FCSG; a high percentage in the Arts and the Library were negatively influenced; and a high percentage in SCE, GPA, SEHNAP and Arts and Sciences were not influenced. These relationships were similar to voting patterns with a separate analysis revealing pockets of support for No Rep and UFCT found in schools with a high percentage of positively and negatively influenced faculty respectively.

[Table 7 Here]

Faculty Satisfaction with Conditions at NYU

Survey participants were asked the degree to which they were satisfied with six conditions at NYU: (1) academic freedom; (2) conditions of employment (e.g., teaching loads and sabbatical leaves); (3) determining educational policy (e.g., curriculum and admissions); (4) faculty personnel policy (e.g., promotion, tenure, and evaluation); (5) financial benefits (e.g., salaries and fringe benefits); (6) participation in governance. Each condition was rated on a scale from one to four from strong satisfaction to no satisfaction. Table 8 is a summary of the ratings.

[Table 8 Here]

These results suggest that these faculty members were quite satisfied with conditions at the University. This satisfaction with the status quo may be one explanation for the failure of the UFCT to gain greater support in the election. Nearly all faculty members were strongly or moderately satisfied with the degree of academic freedom provided. Over 75 percent

were similarily satisfied with the conditions of employment and their role in determining educational policy. About 60 percent felt their welfare in terms of personnel policy and financial benefits was being taken care of adequately. The only condition on which there was a wide difference of opinion was on satisfaction with the degree of faculty participation in governance. About half were strongly or moderately satisfied and half expressed little or no satisfaction.

Degree of Association Between Satisfaction with Conditions, Influence of FCSG and Vote

A strong relationship was established earlier between faculty vote and influence of the FCSG. And, as just reported, most faculty members were quite satisfied with conditions at NYU. Thus, the next stage of analysis was to test the degree of association among satisfaction with conditions, influence of FCSG and voting behavior in the 1976 election. Table 9 reports the relations among these variables in terms of gamma. Gamma indicates the degree of diagonality in a table and thus the degree of association between the variables. Gamma ranges from +1.00 to -1.00.

[Table 9 Here]

In all cases the association between variables is statistically significant below the .001 level. A very strong positive association is revealed between vote and influence of FCSG (G = .90). There are substantial associations between vote and degree of faculty members' satisfaction with various conditions in the University and moderate positive associations between influence of FCSG and satisfaction with these same conditions. Satisfaction with participation in governance produced the strongest association with vote

(G = .77) and influence of FCSG (G = .58). It could be expected that these relationships would be strong given that a prime objective of the FCSG was improving the quality of governance at NYU especially through increased faculty involvement.

1973-74 ELECTION FINDINGS

The deciding votes in the 1973-74 union election were cast by those faculty members who voted AAUP in the November 1973 vote and then voted No Rep over the UFCT in the January 1974 run-off. Their responses to the question of the degree of influence of FCSG on their vote were quite similar to the responses reported in the discussion of the 1976 election. The AAUP group replies are shown in Table 10.

[Table 10 Here]

For purposes of further analysis the five individuals unaware of the FCSG were dropped from the distribution and the categories of considerable and moderate influence were combined into one category, positive influence. This provided the same three categories of positive influence, no influence and negative influence used in the explanation of the influence of FCSG in the 1976 election.

Crosstabulations were computed to determine the influence of FCSG on vote in the 1974 run-off election with results reported in Table 11 (X^2 = 41.031, $p < .001$). All but three of the positively influenced faculty members voted No Rep. The majority of the group influenced negatively by FCSG voted UFCT although over 25 percent voted No Rep anyway. And as with the 1976

election, the group which was not influenced by FCSG determined the election outcome by supporting the No Rep position by a two to one margin. The percentage of faculty members in the positive group was slightly larger and in the negative group smaller than in the 1976 election. The percentage in the group not influenced was the same in both elections.

[Table 11 Here]

Zero order analyses of the influence of FCSG and faculty demographic and professional characteristics revealed no statistically significant differences between the three groups although trends were observed. It is not surprising that the three influence groups were not significantly different in characteristics as the AAUP supporters were a very homogenous group to begin with thus making it difficult to identify further distinguishing characteristics within subgroups.

The degree of faculty members' satisfaction with conditions was tabulated and the AAUP group was found to be very satisfied with the conditions rated, although the percentages of strongly and moderately satisfied faculty members were slightly below those reported for the 1976 election. In particular, only about half were strongly or moderately satisfied with financial benefits and less than half with the degree of faculty participation in governance.

[Table 12 Here]

In explaining this difference in degree of faculty satisfaction with specific conditions between the 1973-74 and 1976 elections, one must take into account changes which took place within the University during this period. However,

it will also be recalled that the AAUP was the original petitioner in the 1973-74 election, thus it might be expected these faculty members would be less satisfied with some conditions than the entire survey population of the 1976 election.

Paralleling the analysis of the 1976 election, gammas were computed to determine the association among voting behavior, satisfaction with conditions and influence of the FCSG. The results are reported in Table 13.

[Table 13 Here]

Vote and influence of FCSG produced a very strong positive association (G = .80) as in the 1976 election. However, for the AAUP group the relationship between satisfaction and influence of FCSG was next strongest producing moderate positive associations. Vote and satisfaction with conditions, the weakest of the three relationships here, resulted in moderate and low positive associations.

The association among the three variables was in the expected direction as in the 1976 election. That is, the greater the degree of faculty satisfaction with a particular condition and the more positive the influence of FCSG, the greater the probability of a No Rep vote.

ROLE OF FCSG IN DETERMINING THE ELECTION OUTCOME

The item asking the degree of influence of the FCSG was included in the questionnaire to determine if there was a relationship between faculty reaction to the committee and vote. The data from this item and their relationship to vote and satisfaction with conditions suggest several possible explanations

of the role of FCSG in determining the election outcome. Faculty participation in governance has been selected as the example of satisfaction for discussion in this section because of its strong association with both vote and influence of FCSG in the 1976 election.

One possible explanation is that the FCSG and satisfaction with participation in governance influenced faculty vote independently as suggested in the model below. The measure of association is gamma as reported in Table 9.

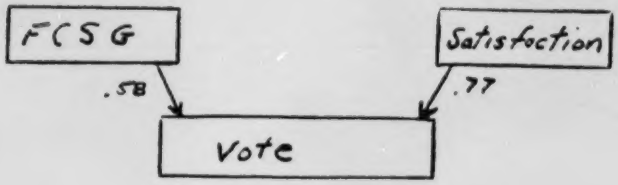

FIGURE 1

Relationships are in the expected direction with the higher the degree of satisfaction with participation in governance the more likely a No Rep vote. And, faculty positively influenced by FCSG voted No Rep and those negatively influenced supported the FUP.

However, this model discounts the strong relationship between satisfaction with participation in governance and attitude toward FCSG. As shown in Figure 2, another model which takes this relationship into account suggests that the FCSG influenced both faculty members' satisfaction with participation in governance and vote.

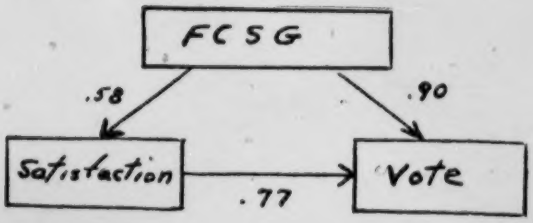

FIGURE 2

Intuitively, however, it seems unlikely that a group formed just prior to the first union vote at NYU was the major source of influence on faculty members' satisfaction with conditions at the University. Further, when we control for influence of FCSG, satisfaction with conditions predicted vote for the positively influenced group more strongly than the zero order analysis ($G = .87$, $p < .001$). However, it predicted less well for the group not influenced by FCSG ($G = .64$, $p < .001$) and did not predict at all for the group negatively influenced by FCSG ($G = .15$, $p > .5$).

A third explanation, and one which seems more plausible, is that FCSG influence is directly related to vote and that the degree of satisfaction with participation in governance is related to both the influence-group faculty were in and their vote. These relationships are suggested in Figure 3.

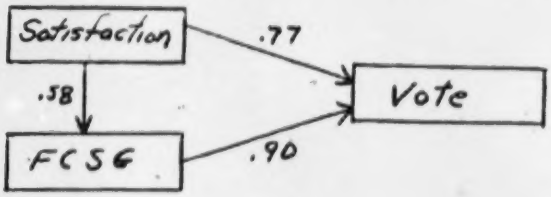

FIGURE 3

When we control for satisfaction with participation in governance, the partial associations of FCSG and vote for both the strongly satisfied group ($G = .93$, $p < .001$) and moderately satisfied group ($G = .93$, $p < .001$) were stronger than the zero order. The partial was about the same as the zero order for the group expressing little satisfaction ($G = .86$, $p < .001$) and dropped for the no satisfaction group ($G = .76$, $p < .001$). Thus, using this model it seems that satisfaction had a conditional influence on the relationship between the FCSG and vote.

A final model depicting the relationship among satisfaction, FCSG and

vote uses a methodological consideration as its basis.

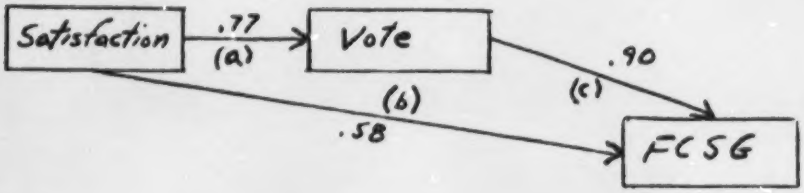

FIGURE 4

This model argues that satisfaction with conditions prior to the election influenced how faculty members and librarians were going to vote (a in Figure 4). Satisfaction with conditions also influenced faculty members' feelings about FCSG (b). However, this model puts FCSG after vote (c) and for the following reasons. Individuals were asked the degree to which they thought FCSG influenced their vote after they had voted and knew the election outcome. Their answers to the question thus depended on whether they had already voted No Rep or for FUP. The possibility then is that the FCSG did not actually influence how faculty members would vote prior to the election, but rather provided a supporting organization and structure for those quite satisfied with conditions and who did not want to vote for a union.

The preceding explanation of the election outcomes was discussed in terms of the relationships among the influence of FCSG, vote and satisfaction with participation in governance in the 1976 election. But when we consider the degree of faculty members' satisfaction with other conditions at NYU (i.e., financial benefits, employment conditions, etc.) the results are interesting and hold promise for analysis. There are also important differences among the relationships from the 1973-74 and 1976 elections which need examination.

Thus we can conclude that the FCSG by strength of its association with vote and satisfaction with conditions was an important variable in explaining

the NYU election votes. Further analyses of the relations of these and other variables are being conducted to determine which of the previously described models best explains the outcomes. For now, however, the linkage among key variables must remain tentative.

SUMMARY AND CONCLUSIONS

This study of the 1973-74 and 1976 New York University faculty union votes resulted in the following significant findings:

1. Much research on faculty collective bargaining in higher education is concerned with how faculty members feel about unionism and collective bargaining. This study goes beyond merely reporting attitudes and opinions by providing the results of union elections and an analysis of the factors which actually influenced participants' voting behavior.

2. The faculty members and librarians participating in the 1976 study were generally representative of the NYU faculty as a whole. However, the AAUP supporters whose key "swing" votes determined the 1973-74 election were not. This group was dominated by older, experienced faculty members and librarians from the higher ranks. Most held doctorates from leading graduate schools and participated actively in governance through university and school committee memberships.

3. The majority of voters reported that an independent group, the Faculty Committee for Self-Governance, influenced them in both elections. Those faculty members and librarians reporting positive influence voted No Rep, those indicating negative influence voted for the union organization. Those not influenced by FCSG voted No Rep by about a two to one margin.

4. There were no statistically significant differences among the three influence groups on faculty demographic and professional characteristics often associated with collective bargaining except for school of appointment in the 1976 election.

5. Faculty members and librarians expressed strong satisfaction with conditions at NYU and their satisfaction related strongly to the influence of the FCSG.

6. Strong associations exist among faculty vote, degree of satisfaction with conditions and influence of FCSG. These associations provide several causal models for depicting the role of the FCSG in determining the election outcomes. These models, if accurate, have political implications for union elections by showing there is a significant role to be taken by organized interest groups opposing faculty unionization as well as by one or more organized unions.

NOTES

1. Estimate provided by Academic Collective Bargaining Information Service, Washington, D.C.
2. Academic Collective Bargaining Information Service, Special Report #12, as reported in Barbara A. Lee, Collective Bargaining in Four-Year Colleges, AAHE-ERIC/Higher Education Research Report No. 5. Washington, D.C. : ERIC Clearinghouse on Higher Education, 1978, p.13.
3. Kenneth P. Mortimer, Mark D. Johnson, and David A. Weiss, "'No Representative' Victories in Faculty Collective Bargaining Elections." Journal of the College and University Personnel Association, 1975, 26(1), p. 40.
4. Gregory G. Lozier and Kenneth P. Mortimer, Anatomy of a Collective Bargaining Election in Pennsylvania State-Owned Colleges, University Park, Pennsylvania: Center for the Study of Higher Education, The Pennsylvania State University, February, 1974.

   Kenneth P. Mortimer and Naomi V. Ross, Faculty Voting Behavior in the Temple University Collective Bargaining Elections, University Park, Pennsylvania: Center for the Study of Higher Education, The Pennsylvania State University, April, 1975.

TABLE 1. Voting Behavior in 1974 Run-off Election of Those Voting AAUP in 1973 Election

Vote	Number	Percent[a]
UFCT	55	35
No Rep	102	65
Total	157	100

[a]Percentages rounded for clarity

TABLE 2. 1976 Election Results and Survey Participants' Voting Behavior

Vote	Election Results		Survey Results	
	Number	Percent[a]	Number	Percent[a]
FUP	338	41	124	35
No Rep	479	59	235	65
Total	817	100	359	100

[a]Percentages rounded for clarity

TABLE 3. School of Primary Appointment of Faculty in 1976 Election

School	Number	Percent[a]
School of the Arts (Arts)	15	5
[b]Faculty of Arts and Sciences (Arts and Sciences)	122	37
Graduate Business Administration (GBA)	23	7
College of Business and Public Administration (CBPA)	12	4
School of Continuing Education (SCE)	12	4
College of Dentistry (Dentistry)	25	8
School of Education, Health, Nursing, and Arts Professions (SEHNAP)	85	26
Libraries	11	3
Graduate School of Public Administration (GPA)	16	5
School of Social Work (SSW)	3	1
Total	324	100

[a]Percentages rounded for clarity

[b]Includes University and Washington Square Colleges and Faculty of Arts and Sciences

TABLE 4. Selected Demographic and Professional Characteristics of Faculty in 1976 Election

Variable	Categories	Number	Percent[a]
Academic Rank[b]	Professor/Curator	126	36
	Associate	104	30
	Assistant	96	27
	Instructor/Other	23	7
	Total	349	100
Academic Field	Arts and Humanities	78	23
	Physical and Biological Sciences	46	13
	Social and Behavioral Sciences	97	29
	Professional Fields	118	35
	Total	339	100
Age	Under 30	24	7
	30-39	111	32
	40-49	91	26
	50-59	94	27
	60 and over	29	8
	Total	349	100
Sex	Male	150	77
	Female	44	23
	Total	194	100
Highest Degree	Doctorate	288	83
	Other	60	17
	Total	348	100
Tenure Status	Tenured	201	57
	Not Tenured	149	43
	Total	350	100

TABLE 4
(continued)

Variable	Categories	Number	Percent[a]
Years Experience in Higher Education	1 - 4	76	22
	5 - 7	56	16
	8 - 13	72	21
	14 - 20	64	19
	Over 20	76	22
	Total	344	100
University Committee Membership	None	255	74
	One	57	16
	Over One	35	10
	Total[b]	347	100
School Committee Membership	None	138	40
	One	67	19
	Two	63	18
	Over Two	79	23
	Total	347	100

[a]Percentages rounded for clarity

[b]The rank of library curator is equivalent to professor; associate curator to associate professor, etc.

TABLE 5. Influence of FCSG in 1976 Election

Influence	Number	Percent[a]
Considerable	38	11
Moderate	88	25
None	139	39
Negative	75	21
Unaware of Group	16	4
Total	356	100

[a]Percentages rounded for clarity

TABLE 6. Crosstabulation of Influence of FCSG and Voting Behavior in 1976 Election

	Influence			
Vote	Positive	None	Negative	Total
FUP	5.6%	31.7%	90.7%	35.0%
No Rep	94.4%	68.3%	9.3%	65.0%
Total Percentage	100	100	100	100
Total Number	(126)	(139)	(75)	(340)

$X^2 = 150.858$

df = 2

$p < .001$

TABLE 7. Crosstabulation of Influence of FCSG and School of Primary Appointment of Faculty in 1976 Election

School	Influence [a]			Total Percentage	Total Number
	Positive	None	Negative		
Arts	30.7%	23.1%	46.2%	100	13
Arts and Sciences	34.5%	43.1%	22.4%	100	116
GBA	60.0%	40.0%	0.0%	100	20
CBPA	83.4%	8.3%	8.3%	100	12
SCE	16.7%	50.0%	33.3%	100	12
Dentistry	56.0%	24.0%	20.0%	100	25
SEHNAP	34.6%	46.9%	18.5%	100	81
Libraries	27.3%	18.2%	54.5%	100	11
GPA	33.3%	46.7%	20.0%	100	15
SSW	0.0%	50.0%	50.0%	100	2
Total Percentage	38.4%	39.7%	21.9%	100	307

[a]Percentages are percent of row totals

$X^2 = 39.303$

df = 18

p = .003

TABLE 8. Faculty Satisfaction with Conditions at NYU in 1976 Election

Condition	Satisfaction[a]				Total Number
	Strong	Moderate	Little	None	
Academic Freedom	67	28	4	1	347
Financial Benefits	10	47	30	13	351
Conditions of Employment	30	48	14	8	347
Determining Educational Policy	28	50	15	7	347
Faculty Personnel Policy	13	50	28	9	340
Participation in Governance	12	39	30	19	348

[a]Percentages rounded for clarity

TABLE 9. Degree of Association between Faculty Vote, Satisfaction with Conditions at NYU and Influence of FCSG in 1976 Election[a]

(N = 359)

Condition	FCSG (G)	Vote (G)
Academic Freedom	.43	.53
Determining Educational Policy	.39	.49
Employment Conditions	.44	.66
Faculty Personnel Policy	.42	.67
Financial Benefits	.38	.59
Participation in Governance	.58	.77
Vote	.90	——

[a]The measure of association between variables is indicated by gamma (G) which reports the degree of diagonality in a table. Each gamma reported in this table is significant below the .001 level.

TABLE 10. Influence of FCSG in 1974 Run-off Election on Those Voting AAUP in 1973 Election

Influence	Number	Percent[a]
Considerable	14	9
Moderate	36	24
None	62	40
Negative	36	24
Unaware of Group	5	3
Total	153	100

[a]Percentages rounded for clarity

TABLE 11. Crosstabulation of Influence of FCSG and Voting Behavior in 1974 Run-off Election of Those Voting AAUP in 1973 Election

	Influence			
Vote	Positive	None	Negative	Total
UFCT	6.0%	33.9%	72.2%	33.8%
No Rep	94.0%	66.1%	27.8%	66.2%
Total Percentage	100	100	100	100
Total Number	(50)	(62)	(36)	(148)

$X^2 = 41.031$

df = 2

$p < .001$

TABLE 12. Faculty Satisfaction with Conditions at NYU in 1974 Run-off Election of Those Voting AAUP in 1973 Election

Condition	Satisfaction[a]				Total Number
	Strong	Moderate	Little	None	
Academic Freedom	61	33	5	1	155
Financial Benefits	6	45	31	18	155
Conditions of Employment	17	52	25	6	156
Determining Educational Policy	20	44	29	7	155
Faculty Personal Policy	9	48	29	14	154
Participation in Governance	3	37	38	22	154

[a]Percentages rounded for clarity

TABLE 13. Degree of Association between Faculty Vote, Satisfaction with Conditions at NYU and Influence of FCSG in 1974 Run-off Election of Those Voting AAUP in 1973 Election[a]

(N = 148)

Condition	FCSG (G)	Vote (G)
Academic Freedom	.61***	.21
Determining Educational Policy	.36***	.29*
Employment Conditions	.24*	.19
Faculty Personnel Policy	.47***	.38**
Financial Benefits	.51***	.53***
Participation in Governance	.45***	.43***
Vote	.80***	———

[a]The measure of association between variables is indicated by gamma (G) which reports the degree of diagonality in a table.

Level of Significance

*less than .05
**less than .01
***less than .001